

# **Kettle Moraine Correctional Institution**

**Wisconsin Department of Corrections**

**Division of Adult Institutions**

## **ANNUAL REPORT FISCAL YEAR 2017**

**Robert Humphreys  
Warden**



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## ACRONYMS

AA	Alcoholics Anonymous	HSU	Health Services Unit
ADA	Americans with Disabilities Act	ICE	Inmate Complaint Examiner
AODA	Alcohol and Other Drug Abuse	KMCI	Kettle Moraine Correctional Institution
CNT	Crisis Negotiation Team	LEP	Limited English Proficiency
CR	Conduct Report	MH	Mental Health
DOC	Department of Corrections	MPTC	Moraine Park Technical College
DOES	Disabled Offenders Economic Security	PREA	Prison Rape Elimination Act
DV	Domestic Violence	PSU	Psychological Services Unit
ERU	Emergency Response Unit	SOT	Sex Offender Treatment Program
FY	Fiscal Year	T4C	Thinking for a Change
HSED	High School Equivalency Diploma	VOD	Victim Offender Dialogue

# MESSAGE FROM THE WARDEN

As Fiscal year 2017 comes to a close many accomplishments were recognized in regards to institutional operations. Throughout the previous fiscal year we had encountered security staffing shortages as well as non-uniformed staff vacancies. As we began the fiscal year we implemented one multi-disciplinary team management approach to all housing units. In the past we had two distinct operational practices in management of our housing units. Units 1-12 were managed in the departmental approach and units 14, 15, and 16 were managed in a multi-disciplinary team approach. We realigned Correctional Officer posts to units 1-12 and implemented a Complex Sergeant to provide lead work responsibilities to assist officers in unit operations. Lastly we assigned a Corrections Program Supervisor to each complex who have supervisory responsibility of the housing units. We provided multi-disciplinary team training to all staff in March of 2016 to assist with implementation.

To reduce correctional officer vacancies, we developed and implemented a local recruitment to assist us in filling these vacancies. The recruitment was successful and we were able to facilitate the Correctional Training Academy on site which graduated 47 Correctional Officers. We also developed and implemented a Field Training Officer (FTO) program to assist new staff in acclimating to KMCI. Throughout the conversion process staff have stepped forward, worked extremely hard and have been willing to work together to ensure operational needs are met. KMCI continues to embrace change and staff have ensured operations flow as seamlessly as possible. Staff have always been willing to rise to the daily challenges of meeting the Department and Institution's mission and goals by working together in a multi-disciplinary team approach to institution operations. Each staff member plays an important role in maintaining a safe and secure institution.

We encountered our second Prison Rape Elimination Act (PREA) audit and the institution did meet national standards expectations. We continue to look at operations and physical plant design to ensure we are meeting national standards in regards to PREA.

We continue to foster an environment where inmates can address their program needs. We continue to work on improving our reporting process through documentation in the Correctional Offender Management Profiling for Alternative Sanctions (COMPAS) tool. We continue to train staff and look to increase staff knowledge in the importance of using COMPAS to enhance case management. We continue to provide meaningful programming to inmates in the areas of education, vocational skills, alcohol and drug treatment, sex offender treatment, domestic violence and anger management. The annual KMCI Job & Resource Fair for inmates continues to be very successful with many service providers and employers in attendance.

In regards to our budgetary goals, we continue to find innovated ways to be creative and be fiscally responsible in managing the budget. KMCI continues to see the need for construction and facility upgrades due to the age of the facility in regards to our boiler and heating systems.

As we begin another year, I am confident we will meet all challenges that lie ahead as we have very talented and dedicated staff that continually rise up to meet those challenges. Our highest priority is to provide the staff with tools and training necessary for them to fulfill the Department of Corrections' mission as well as the needs of KMCI. We continue to work as a multi-disciplinary team to enhance operations and provide for a safe and secure institution. I am confident we will continue to rise and meet every challenge that lies before us.



Robert Humphreys  
Warden

# INSTITUTION PROFILE

Kettle Moraine Correctional Institution  
W9071 Forest Drive, P.O. Box 31  
Plymouth, WI 53073-0031  
Phone: 920-526-3244 — Fax: 920-526-9320

## Purpose Statement

To ensure public and staff safety, keep inmates in medium custody until such time as they are properly released or transferred; provide for the custodial needs of inmates; motivate inmates to learn and develop skills which will prepare them to adjust to the community; and to work cooperatively within the institution and with the Department and the public and to ensure that health care is provided to inmates and youths at the institution consistent with professional, community, and correctional health care standards.

## Goals

- Operate the institution safely, effectively and efficiently
- Provide for the needs of inmates
- Maximize staff potential
- Work in cooperation with the external environment
- Apply principles of Restorative Justice

## Fast Facts

Date Opened	1962
Security Level	Medium – male
Operating Capacity	783
Current Population	1,181
Budgeted Staff	339
Inmate to Staff Ratio	3.48 to 1
Size	88 acres
Operating Budget	\$34,589,405.14
Inmate Paid Obligations	
Institution Restitution	\$2,064.94
Court Ordered Obligations	\$160,762.12
Child Support	\$33,559.90
Victim Witness/DNA	\$102,689.32
Medical Co-Pay	\$8,366.75



# PROGRAM PARTICIPATION AND COMPLETION

## Academic

KMCI has a staff of 13 Wisconsin Technical College System (WTCS) certified teachers in year-round academic classes supporting students earning their High School Equivalency Diploma (HSED). In 2016-2107, students attempted 220 examinations towards their HSED with a passing rate of 95% and earned 35 HSEDs. KMCI had a daily average of 279 students attending school.

Supporting academic and vocational classes, federally funded special education services were provided by two DPI-certified teachers to an average of 14 inmates per month. In addition, Federal Title 1-D program supports services to a monthly average of 25 students.

KMCI also had 24 students active in college-level correspondences courses through the Education Department, with eight different schools offering programs.

### Vocational

Six WTCS-certified staff provided instruction in vocational programs under the auspices of Moraine Park Technical College. During FY2017, our vocational students earned 97 college certificates or technical diplomas: 3 Cabinet Making, 24 Custodial Skills, 20 Masonry, 21 Auto Detail, 7 Computer Aided Design, and 11 Welding. Students accumulated a total of 1,941 college credits in these vocational programs.

### Alcohol and Other Drug Abuse (AODA)

The AODA Residential Program is a 20 week program that addresses criminal thinking and substance abuse. The AODA program is a closed group program and consists of 12 clients per group. Inmates participating in the AODA program are housed together in Unit 15. When fully staffed there are seven AODA Social Workers who each facilitate their own group of 12 inmates within the program. Additional staff also includes a Corrections Program Supervisor, General Population Social Worker, and an Operations Programs Associate. When fully staffed, 252 inmates can begin the AODA program each year.

The program's mission is to enhance safety in the community by providing a continuum of substance abuse treatment services. This program consists of core treatment as well as ancillary groups. Cognitive Behavioral Interventions for Substance Abuse (CBISA) is designed for individuals who are moderate to high need in the area of substance abuse. The program relies on a cognitive-behavioral approach to teach participants strategies for avoiding substance abuse. This program places heavy emphasis on skill-building activities to assist with cognitive, social, emotional and coping skills development.

Every moderate and high risk client that completes the AODA program will have completed Thinking for a Change (T4C) along with Cognitive Behavioral Interventions for Substance Abuse (CBISA). Those with an Anger Management need will have completed these needs as well.

Thinking for a Change is a program that combines cognitive restructuring theory with cognitive skills theory to help individuals in the justice system take control of their lives by taking control of their thinking. The three components of Thinking for a Change are: cognitive self-change, social skills and problem solving skills.

Anger Management consists of 20 sessions. 10 sessions focus on anger control training and the other 10 sessions focus on social skills training to assist individuals in being able to effectively handle a variety of situations.

*\*NOTE: Terminations may occur for several reasons, not just poor performance. Major program or institution rule violations, segregation placements for major conduct offenses, medical or psychiatric problems, and an unreasonable amount of absences are a few of the possible reasons for termination.*

NOTE: These AODA program numbers reflect an essentially accurate round number of these areas reflecting the fact that some AODA program inmates started the program shortly before

FY2017 started and some program inmates involved in the program in FY2017 will complete the program early in FY2018. Twenty-nine inmates were still in group that will be added to the completion numbers for FY2018 numbers.

➤ Terminations*	19
➤ Completions	56
➤ Still in group will count toward FY2018	29
➤ Administrative Termination	1
➤ Drop Outs	1
<b>TOTAL</b>	<b>106</b>



## **Anger Management**

KMCI offers Anger Management programming through the use of the *American Correctional Association's Cage Your Rage* program. Program length is 10 weeks and meets once a week for approximately 2 hours each session. The program assists inmates with identifying their anger feelings, learning the cause of anger, and identifying new ways of addressing their anger feelings.

➤ Total Participants	31
➤ Completions	20
➤ Terminations	10
➤ Withdrawals	1

In April of 2016, KMCI Anger Management curriculum changed to Anger Control which focuses on 10 sessions of Anger Control Training and 10 sessions of social skills training. Inmates participate in role plays to demonstrate social skills learned during their program. Program length is 10 weeks and meets twice a week for approximately 1 ½ hours to 2 hours each session.

➤ Total Participants	11
➤ Completions	10
➤ Terminations	1
➤ Withdrawals	0

## **Chapel**

Wisconsin Department of Corrections recognizes the following Umbrella Religion Groups (URG) as an inclusive group design to appeal to a wide range of religious beliefs within a given faith tradition: Catholic, Eastern Religion, Humanist/Atheist/Agnostic, Islam, Jewish, Native American/American Indian, Pagan, Protestant/other Christian.

KMCI has one full time and one part time Chaplain. Chaplains establish weekly services and study groups for the various URG's including pastoral visits. KMCI had a total of 21,124 inmates attend a religious service or other chapel activities during FY17. Services and study groups are also facilitated by a multitude of volunteers from the community. Approximately 803 volunteers provided religious activities to inmates during FY17.

KMCI participates in Prison Fellowship Angel Tree program (125 inmates participated) and Salvation Army Toy Lift Program (94 inmates participated). These programs provide gifts free of charge for the inmate's children who are listed on their visiting list.

## **Chemical Dependency Support Group**

Alcoholics Anonymous (AA) meetings are held twice a week at KMCI. This is a 12-step support group for those dealing with chemical dependency and utilizes a secular approach. AA is a fellowship of individuals who share their experience, strength and hope with each other that they may begin to help others begin to recover from chemical dependency. The meetings are conducted with the assistance of volunteers and a social service staff advisor. In FY2017, AA had 1,461 total inmates attend with an average of 28 inmates attending per week.

SMART group (Self- Management and Recovery Training) is held at KMCI on a weekly basis. This is a non-secular support group which seeks to help inmates gain independence from chemical dependency. SMART helps individuals gain independence from addiction (substances or activities) with a 4-Point Program offering specific tools and techniques for the following program points: Building and maintaining motivation, coping with urges, managing thoughts, feelings and behaviors and living a

balanced life. The group is conducted with the assistance of an AODA certified staff member. In FY2017, SMART had 717 inmates attend with an average of 13 inmates attending per week.

### **Cognitive Behavior Programming: Thinking for a Change (T4C)**

Thinking for a Change program focuses on cognitive self-change process, social skills, and problem solving skills through 25 lessons. Inmates actively participate in role plays to demonstrate their understanding of the concepts. The program length is approximately 16 weeks which meets twice a week for 2 hours. KMCI utilizes a variety of non-security staff and security staff to facilitate the program.

The program is also facilitated by an approved contractor which is funded by the Becky Young grant. Four additional Thinking for a Change groups were made available through the Office of Program Services this fiscal year.

#### **KMCI staff provided T4C for:**

➤ Total participants	48
➤ Completions	36
➤ Terminations	9
➤ Withdrawals	3

#### **Approved Contractor provided T4C for:**

➤ Total participants	48
➤ Completions	32
➤ Terminations	16
➤ Withdrawals	0

### **Domestic Violence Counseling**

Domestic Violence Counseling utilizes the Thinking for a Change curriculum which focuses on cognitive self-change process, social skills, and problems solving skills through 39 lessons. Inmates actively participate in role plays to demonstrate their understanding of the concepts based on significant other relationship situations/incidents. The program length is approximately 5 months which meets twice a week for 2 hours.

Upon completion of the program the inmate will also be given credit for Thinking for a Change if the program need has been identified.

➤ Total participating	32
➤ Completions	23
➤ Terminations	9
➤ Withdrawals	0

### **Release Assistance**

Six to nine months prior to an inmate's release, social workers begin a screening process to determine whether inmates may be linked to state and federal services that would enhance their community stability. Social workers work closely with the Division of Community Corrections (DCC) and the inmate to develop appropriate housing and treatment upon release.

The DOES Project is Legal Action of Wisconsin's **D**isabled **O**ffenders **E**conomic **S**ecurity Project (DOES). DOES provides assistance on completing social security applications and enroll in health care for inmates that meet DOES criteria. The project is funded by a grant from the Wisconsin Department of Corrections as part of the Becky Young Appropriation/Reentry Initiative.

Social workers refer inmates to the **O**pening **A**venues to **R**eentry **S**uccess (OARS) who meet the qualifications. OARS develops individualize case plan with the inmate before and after release from prison to assist the inmate successfully reintegrate into the community. KMCI social workers participate in the individualized case planning for the inmate.

One month prior to release inmates are required to attend a presentation on how to enroll and obtain health insurance prior to their release. Social workers may assist inmates on completing the phone call to the County Income Maintenance (IM) Consortia. During FY17 approximately 263 inmates attended the Affordable Healthcare presentation.

KMCI has created a resource room for inmates to obtain resources for their county of release. The resource room also includes information on employment, college, apprenticeships, housing, family support, child support, health, veteran, and low cost medication. During FY17 approximately 120 inmates utilized the resource room.

KMCI offers inmates to attend a presentation on what to expect while on community supervision with a Probation/Parole Agent from Division of Community Corrections.

KMCI offers inmates to attend the Equal Employment Opportunities Commission (EEOC) presentation. Through video conferencing, inmates at other institutions are able to participate in the presentation. During FY17 approximately 95 KMCI inmates participated in the presentation.

KMCI is in the early stages of being able to offer the Window to Work program through Work Force Development of Green Bay.

### **Inmate Job & Resource Fair**

KMCI hosts a Job & Resource Fair in the gymnasium for inmates annually. Approximately 195 inmates attended and viewed booths setup by the 41 participating companies, schools, and community organizations on October 6, 2016. Participating organizations provided information to support successful transition to society upon release from the Department of Corrections. Whether it was sharing tips, practice in interviewing and one-on-one conversations, and learning the skills and traits employers are looking for when hiring candidates, receiving information that could help with their job search, housing, or other needs upon release; the day was beneficial for all attendees!

### **Incarcerated Veterans**

The Department of Corrections and KMCI partner with the Department of Workforce Development, the Department of Veteran Affairs, and the County Veterans Service Officers in an attempt to reduce recidivism rates and enhance community safety by establishing employment, training, and benefit services for eligible incarcerated veterans.

## **RESTORATIVE JUSTICE & COMMUNITY SERVICES**

### **Community Relations Board**

The Community Relations Board meets annually to provide information and discuss issues surrounding corrections and the community. The meeting is designed to enhance understanding, cooperation, and provide services to the community.

Members include KMCI staff as well as representatives from community police and fire departments, Community Corrections, Victim/Witness Service, St. Agnes Hospital, Sheboygan County Emergency Management, local and legislative representatives.

### **Restorative Justice Efforts**

There are a multitude of Restorative Justice efforts that take place at KMCI. These include:

- **Victim Offender Dialogue (VOD)**

This is a process that allows the victim and the offender to meet in a safe setting with a facilitator. VOD provides the victim with an opportunity to ask questions, state their concerns,



and directly express to the offender just how the offense has affected them and their family members' lives. VOD is one component of a broader restorative justice philosophy. It offers an approach to criminal justice that seeks to restore the victim as completely as possible and hold offenders accountable for their behavior.

- Victim Witness Surcharge / Restitution / Child Support Obligations

Court ordered payments in these areas are collected by the business office to assist crime victims with expenses, reimburse victims for losses sustained in a crime, and reimburse custodial parents for child rearing costs.

- Victim Appearance at End of Parole Commission Hearings

Victims have valuable input into statements provided to court prior to sentencing and again when an inmate is being reviewed for release into the community.

- Restorative Justice Committee

An internal committee was formed to develop, educate, and involve inmates and staff on the concept of restorative justice and the importance restorative justice plays in the institution, department, and community lives of all citizens.

Annually, the committee commemorates Crime Victim Rights' Week which provides information on crimes, support for survivors and donation assistance to victims. This year's proceeds were sent to Pathways to a Better Life and the Pathfinders Hand-in-Hand program. Both organizations assist and support community members needing assistance. For a \$1.00 donation, inmates attended a movie and popcorn night in the chapel. A pizza fundraiser was also held with inmates ordering pizzas from Dominos. All inmates with any monetary donation were awarded a certificate of appreciation for display in the gym. Proceeds for each organization totaled \$1,026.75.

In recognition of Recovery Support Month, KMCI provided several activities for the inmates to participate in. Current AODA inmates and AODA graduates were involved in a softball tournament and staff initiated and partnered with Dominos to provide wings to the inmates. 661 orders of Domino's chicken wings were ordered. The total fundraising efforts raised \$1,588 with \$794 donated to Pathways to a Better Life in Kiel and \$794 donated to the Exodus Center in Kewaskum.

- Additional Community Services Donations

The Community Service Projects program provides an opportunity for inmates and staff to give something back to the community through addressing the needs of non-profit organizations and other state agencies. When requested, donations are made.

## Volunteers

Volunteers provide a service to KMCI by offering their expertise in programming, pastoral visits, and internships. All volunteers attend an orientation session.

# **OTHER DEPARTMENT INFORMATION**

## Health Services Unit

The HSU medical team is comprised of a Medical Doctor, Nurse Practitioner, Psychiatrists, Dentist, Nurses, Dental Hygienist, Dental Assistant, Physical Therapist, Optometrist and a Phlebotomist to provide all on-site medical care. The Health Care Team utilizes off-site consult at the University of Wisconsin Hospital and Clinics and St. Agnes Hospital to provide specialty cares as needed. Health care is provided in a clinic setting using the family practice model. Surveillance, preventative, chronic

disease, along with emergency and urgent care are provided based on community care standards. Health care staff are on site 16 hours and are on call for the remaining eight hours per day to meet the medical needs of the inmate patient population.

## Maintenance

**Gardens:** As in years past, the garden continued in FY2017. The KMCI Maintenance Department and inmate garden crew harvested a total of 1,065 lbs. of broccoli, 5,945 lbs. of cabbage, 552 lbs of red cabbage, 1,798 lbs. of bell peppers, 12,214 lbs. of tomatoes, 5,309 lbs. of cucumbers, 1,834 lbs. of zucchini and 586 lbs. of squash. The 29,303 lbs. of produce harvested from this planting was able to supplement KMCI's food service operation.

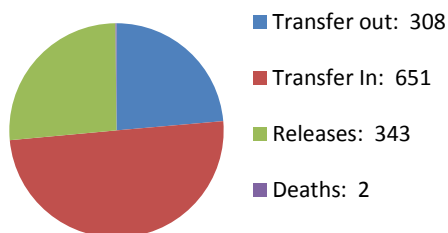
**Recycling:** KMCI removed over 122,720 pounds of materials from the institution's waste stream and instead recycled it for profit.

**Work Orders:** This FY the Maintenance Department processed 9,325 work orders for the institution dealing with both corrective and preventative maintenance issues.

## Records

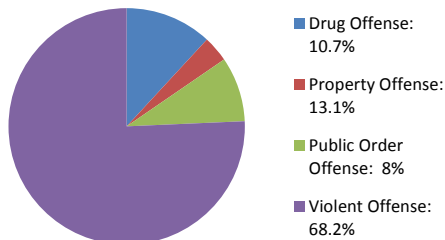
The Records Office is responsible for the legal incarceration and proper release of inmates sentenced to prison. Judgments of conviction and court orders are followed and contact is made with courts when orders are ambiguous. Release and discharge dates are accurately calculated for every sentence. The Records Office is also responsible for determining eligibility for release consideration by the Parole Commission. Records Office employees maintain legal and social service files, process intrastate and interstate detainers, schedule inmate parole hearings, maintain inmate visiting lists, schedule inmate file reviews, respond to Open Records and information requests, and arrange court videoconference hearings, as well as attorney and court phone calls with inmates.

### Average Monthly Population: 1169

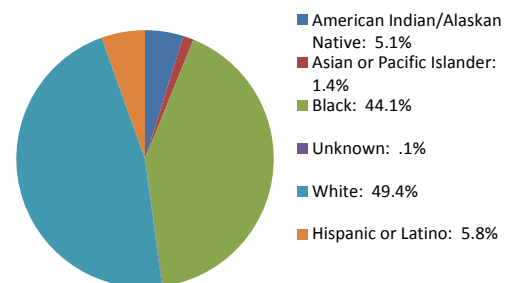


Average Offender Age: 34.83

### Offenses



### Race



## Security

Under the direction of the Security Director, a total of 195 security staff, including Correctional Officers and Supervising Officers, work together to provide a safe and secure environment for the public, staff, and inmates.

The Security Department has a fully trained Emergency Response Unit (ERU), Sniper Team, and a Crisis Negotiation Team (CNT). The Security Threat Group (STG) monitors any gang-related activity within the institution. These groups assist in efficiently managing with different types of incidents that may occur.

### FY2017 Conduct Report Summary:

Major	1141	Minor	4321	Total Conduct Reports:	5462
Contested Major	232	Contested Minor	1272		
Uncontested Major	909	Uncontested Minor	3049		
Major Appeals	54	Minor Appeals	75	Appealed Conduct Reports:	129

## Inmate Complaint Review System

The Inmate Complaint Review System (ICRS) allows inmates an opportunity to have their grievances addressed. This process allows staff and inmates the opportunity to understand correctional policies and to correct or address any errors when found. The ICE office strives to maintain open lines of communication with staff and inmates in an effort to reduce the amount of formal complaints filed.

<u>Category</u>	<u>FY2017</u>	<u>Category</u>	<u>FY2017</u>	<u>Category</u>	<u>FY2017</u>
1-Staff	116	10-Work/School	14	19-Breach of Confidential Health Information	10
2-Mail/Publications	231	11-Visits	63	20-Staff Sexual Misconduct	11
3-Discipline	156	12-Other	154	21-Inmate Sexual Misconduct	1
4-Medical	137	13-Food	6	22-Dental	5
5-Parole	1	14-Classification	5	24-Staff Misconduct	6
6-Personal Physical Conditions	21	15-ICRS	13	25-Psychology	3
7- Property	252	16-Discrimination	0	26-Psychiatry	0
8-Rules	28	17-Inmate Pay or Accounts	141		
9-Religion	3	18-Badger State Enterprises	0		

### Total FY17 Complaints:

Accepted - 1377  
Affirmed - 129  
Dismissed - 826  
Rejected - 422

Number of complaints returned  
to inmates per DOC 310.09  
(in addition to the complaints  
accepted) – 714

FY17 Reimbursements - \$1,618.17

### **Psychological Services Unit (PSU)**

The Psychological Services Unit (PSU) provides psychological services to inmates with Mental Health (MH) needs. Approximately 37% (over 437) of the inmates at KMCI are monitored by PSU due to a MH need, and of those, approximately 4.5% have a serious MH need.

The PSU is dedicated to providing Evidence Based Treatment, focusing on lasting positive outcomes. Services include clinical monitoring, psychological testing, individual and group psychotherapy, crisis intervention, 24/7 on call services, clinical observation placement and reviews, Sex Offender Treatment (SOT), SOT Evaluations, orientation of new inmates, rounds in restrictive housing, risk assessments, evaluations for minimum custody placements, and screening/assessment for referral to programs such as MICA, WRC, and TTC. PSU staff provide consultation to other departments, supporting the institution in the management of mentally ill inmates. The PSU is responsible for running weekly multidisciplinary team meetings between Health Services, Security, other invited staff members and patients to ensure continuity of care.

### **Social Services**

The primary responsibilities for Social Worker staff include: the provision of inmate services and programming; assessment and evaluation of treatment and security needs; establishment and monitoring of inmate case plans; preparation of inmate community reintegration; and coordination of services with internal and external staff.

### **Food Service**

During FY2017, Food Service prepared and served 1,330,856 meals. This includes breakfast, lunch, and dinner. In addition to the regular meals, an average of 40 ongoing special diets (due to medical or religious requirements) were prepared on a daily basis. The average cost per meal was \$.95 per person. KMCI Food Service employs 60 inmate workers.

## **INSTITUTION CONTACTS**

### **Americans with Disabilities Act (ADA)**

Inmate Coordinator:  
Ryon Casey, Social Services Director  
Phone: 920-526-9216

Employee Coordinator:  
Becky Soerens, Human Resource Director  
920-526-9205

### **Limited English Proficiency (LEP)**

Coordinator:  
Jim McInnis, Education Director  
Phone: 920-526-9202

### **PREA**

Coordinator:  
Tom Pollard, Security Director  
Phone: 920-526-9217

### **COMPAS**

Coordinator:  
Ryon Casey, Corrections Program Supervisor  
Phone: 920-526-3244 ext.3776